

ADMIRAL AND MRS. TURNER, LADIES AND GENTLEMEN:

IT IS A PLEASURE TO WELCOME YOU ALL HERE TO OUR ANNUAL ACSI DINING OUT. YOU ALL HAVE MET OUR GUESTS OF HONOR, ADMIRAL AND MRS. TURNER, AS YOU CAME IN TONIGHT. I WOULD LIKE TO INTRODUCE SOME OF OUR OTHER GUESTS WHO HAVE JOINED US. I WOULD LIKE TO RECOGNIZE GENERAL AND MRS. MCFADDEN FROM THE NATIONAL SECURITY AGENCY; GENERAL AND MRS. FREEZE FROM INSCOM; AND PEOPLE WHO DON'T QUALIFY AS GUESTS BECAUSE THEY ARE MEMBERS OF ACSI BUT PERHAPS MEMBERS OF ACSI WHO WE DON'T SEE ENOUGH OF AND HOPEFULLY WE WILL NEVER SEE ENOUGH OF BECAUSE GENERAL AND MRS. JOHNSON JOIN US ON MOBILIZATION; GENERAL AND MRS. JOHNSON, THE MOBILIZATION DEPUTY ACSI.

I KNOW THAT MANY OF YOU HAVE ALSO BROUGHT GUESTS WITH YOU AND WE WELCOME ALL OF THOSE GUESTS HERE TONIGHT AND ANOTHER GROUP OF PEOPLE WHO I WILL NOT EVEN CONDONE TO SPEAK OF AS GUESTS, AND THAT'S ALL THE PEOPLE FROM INSCOM WHO ARE JUST OUR COMPATRIOTS OR FELLOW CONSPIRATORS OR HOWEVER WE WANT TO CHARACTERIZE OURSELVES; BUT YOU'RE NOT GUESTS, YOU ARE PART OF THE FAMILY AND I AM DELIGHTED SO MANY OF YOU COULD COME.

BECAUSE OUR DINING OUT ONLY COMES ONCE A YEAR, IT IS IMPORTANT THAT WE SHARE IT WITH A GUEST OF HONOR WHO NOT ONLY CONTRIBUTES TO THE SOCIAL OCCASIONS, BUT ALSO TO OUR PROFESSIONALISM. AND WE'RE FORTUNATE TONIGHT TO HAVE SUCH A GUEST OF HONOR WHO EXCEEDS ANY SPECIFICATIONS THAT WE WOULD PROPOSE TO NAME.

ADMIRAL TURNER REALLY NEEDS NO INTRODUCTION TO THIS GATHERING. HE IS THE LEADER OF ALL OF US IN THE INTELLIGENCE COMMUNITY AND YOU ARE WELL AWARE OF MANY OF HIS STELLAR ACCOMPLISHMENTS. YOU KNOW THAT HE IS A GRADUATE OF A CERTAIN INSTITUTION. I'M NOT SURE YOU KNOW THAT HE ALSO, I AM TOLD, GRADUATED 34 FILES HIGHER IN THE CLASS OF 1946 THAN DID ANOTHER MEMBER WHO HAS ALSO GAINED SOME NOTORIETY. HE WAS A RHODES SCHOLAR; AND ONE OF THE MOST INNOVATIVE PRESIDENTS OF THE NAVAL WAR COLLEGE. AND THAT DOESN'T NECESSARILY PUT HIM IN COMPLETELY GOOD COMPANY EITHER BECAUSE ONE OF THE OTHER MORE INNOVATIVE AND FAMOUS PRESIDENTS OF THE NAVAL WAR COLLEGE, CAPTAIN ALFRED THAYER MAHAN, I AM TOLD, HAD A LITTLE BIT OF DIFFICULTY WITH HIS SEAMANSHIP, BUT ADMIRAL TURNER IS NOT IN THAT CATEGORY. HE IS A SEAGOING NAVAL COMMANDER OF REPUTE. HE HAS COMMANDED A MINESWEEPER; A DESTROYER IN THE KOREAN WAR; A GUIDED MISSILE FRIGATE; A CARRIER TASK GROUP OF THE US; HE WAS THE COMMANDER OF THE US SECOND FLEET AND THE NATO STRIKING FLEET, ATLANTIC; AND FINALLY AS THE CINC ALLIED FORCES, SOUTHERN EUROPE; AND I DON'T KNOW WHETHER HE WOULD CONSIDER MOVING TO HIS PRESENT POSITION AS THE DIRECTOR OF CENTRAL INTELLIGENCE AS BEING A PROMOTION FROM THAT POSITION OR NOT. BUT WE ^{are} ~~WERE~~ DELIGHTED THAT HE WAS LATERALLY TRANSFERRED TO SIMILAR RESPONSIBILITIES, BUT IN OUR LINE OF WORK. AND WITH THAT BACKGROUND AS A NAVAL COMMANDER, IT SHOULD BE NO SURPRISE TO ANY OF US THAT HE IS A STRONG ADVOCATE, IN FACT, AN INSISTOR ON INTELLIGENCE SUPPORT TO THE TACTICAL

COMMANDERS. HE'S BEEN ON THE RECEIVING END OF WHAT WE EITHER HAVE GIVEN HIM OR HAVE NOT GIVEN HIM IN THE PAST. SO LADIES AND GENTLEMEN, IT IS A PLEASURE TO INTRODUCE AT THIS TIME, THE DCI, ADMIRAL STANSFIELD TURNER, UNITED STATES NAVY.

THANK YOU VERY MUCH ED. IT IS A PLEASURE TO BE WITH YOU TONIGHT. IT IS A PLEASURE TO SEE THIS IMPORTANT COMM^{if}RADER~~X~~ IN THE ARMY INTELLIGENCE ORGANIZATION, ~~AND~~ I'M HERE TO EMPHASIZE TO YOU HOW MUCH MORE IMPORTANT I BELIEVE IS THE ROLE OF ARMY INTELLIGENCE OFFICERS AND THE OFFICERS THROUGHOUT THE INTELLIGENCE COMMUNITY TODAY, THAN PERHAPS EVER BEFORE IN OUR COUNTRY'S HISTORY. I KNOW THAT SOUNDS PAROCHIAL, COMING FROM AN INTELLIGENCE OFFICER, BUT I MEAN IT SINCERELY AND I BELIEVE IT CAN BE JUSTIFIED. I ALSO WOULD LIKE TO EMPHASIZE THAT PART OF THE GROWING RESPONSIBILITY ON INTELLIGENCE OFFICERS REPOSES IN THE ADDED RESPONSIBILITIES THAT THEIR SPOUSES AND FAMILIES MUST TAKE TODAY ALSO. I SINCERELY BELIEVE THAT NO ELEMENT OF OUR GOVERNMENT, MILITARY OR CIVILIAN, ASKS, REQUIRES, OR DEMANDS MORE SACRIFICE, MORE SUPPORT FROM THE SPOUSES AND THE FAMILIES OF OUR OFFICERS THAN DO THOSE IN THE INTELLIGENCE COMMUNITY. THE CONTRIBUTIONS THAT THE SPOUSES AND THE FAMILIES MAKE IS REALLY AN IMPORTANT PART OF THE ACTIVITIES, THE CONTRIBUTIONS,

WHICH THE OFFICERS CAN MAKE TO THEIR COUNTRY AND WHICH I AGAIN ASSURE YOU IS, TO ME, MORE IMPORTANT IN AN ERA OF NEAR MILITARY PARITY; AND IN AN ERA OF GREAT ECONOMIC INTERDEPENDENCE AROUND THE WORLD; AND IN AN ERA WHERE POLITICAL DEPENDENCE IS MUCH MORE PREVALENT TODAY THAN IT WAS BEFORE. GOOD INFORMATION IS PROVIDING GREATER LEVERAGE TO OUR POLICYMAKERS TODAY WHEN THE OTHER ADVANTAGES IN THE MILITARY, POLITICAL, AND ECONOMIC SPHERES ARE NOT AS DISPROPORTIONATE TODAY WITH RESPECT TO THE REST OF THE WORLD AS THEY ONCE WERE.

LET ME SUGGEST A FEW THINGS THAT I SEE ON THE FUTURE HORIZON AS WE TRY TO PLAY OUR ROLE OF MAKING AN INCREASED CONTRIBUTION TO OUR COUNTRY, THROUGH INTELLIGENCE, IN THE YEARS AHEAD. ONE WHICH ALL OF YOU OFFICERS AND MANY OF THE WIVES PRESENT ALSO RECOGNIZE IS THE BURGEONING CAPABILITIES OF WHAT WE CALL OUR TECHNICAL INTELLIGENCE COLLECTION SYSTEMS: THE PHOTOGRAPHIC SYSTEMS, BE THEY FROM SATELLITES OR AIRPLANES; THE SIGNALS INTERCEPT SYSTEMS, BE THEY FROM LAND, SEA, OR AIR. THANKS TO THE TREMENDOUS AND SOPHISTICATED TECHNICAL COMPETENCE OF OUR COUNTRY; THE ABILITY TO INVENT THINGS AND THEN TO TURN THEM INTO PRACTICAL APPLICATION; THESE TECHNICAL SYSTEMS ARE JUST BRINGING IN MORE AND MORE INTELLIGENCE INFORMATION AND I SEE THAT AS A CONTINUING EXPANSION OF CAPABILITY IN THE YEARS AHEAD. ⁹WHAT DOES THIS MEAN TO YOU AND ME AS MANAGERS OF INTELLIGENCE? FOR ONE THING, IT MEANS THAT IT IS MUCH MUCH MORE EXPENSIVE TO HAVE A GOOD INTELLIGENCE CAPABILITY TODAY. IN MY VIEW, FOR INSTANCE,

THERE ARE ONLY TWO COUNTRIES IN THE WORLD WHO TODAY CAN AFFORD A FULL ^{comple} ~~part~~ OF INTELLIGENCE--OURSELVES AND THE SOVIET UNION. THERE ARE OTHER WONDERFUL INTELLIGENCE CAPABILITIES IN THE FREE WORLD, BUT NONE CAN AFFORD ALL OF THE CAPABILITIES THAT WE DO; AND THEREFORE, A SPECIAL RESPONSIBILITY REPOSES ON OUR SHOULDERS. BUT WE TOO, HAVE NOT UNLIMITED FUNDS AVAILABLE TO US. THEREFORE, IT IS UP TO YOU AND TO ME TO ENSURE WE KNOW WHAT WE WANT AND THAT WE DON'T ASK FOR MORE THAN WE NEED; THAT WE DON'T TRY TO HAVE JUST A LITTLE EXTRA TO BE COMFORTABLE AND SAFE BECAUSE THERE WON'T BE ENOUGH TO GO AROUND TO DO THAT. SO WE HAVE TO BE JUDICIOUS; WE HAVE TO BE THOROUGHLY ABLE TO UNDERSTAND THE CAPABILITIES OF EACH OF THESE SYSTEMS, AND HOW MUCH WE REALLY DO NEED THEM. AND AT THE SAME TIME, THERE IS AN INCREASING CHALLENGE BEFORE US TO BE SURE THAT WE UTILIZE THEM PROPERLY. EACH TECHNICAL SYSTEM HAS ITS UNIQUE CHARACTERISTICS AND CAPABILITIES; IT'S OWN STRENGTHS, AND WE MUST LEARN TO PLAY TO THOSE STRENGTHS; LEARN TO MAKE THEM RESPOND TO THE BEST OF THEIR TECHNICAL CAPABILITIES. IT IS A TREMENDOUS CHALLENGE FOR ALL OF US.

THE TECHNICAL SYSTEMS, HOWEVER, ARE ONLY ONE HALF OF OUR INTELLIGENCE COLLECTION PICTURE. THEY DEAL WITH FACTS AND FIGURES AND THINGS THAT HAPPENED IN THE PAST, GENERALLY SPEAKING. THE OTHER HALF DEALS WITH HUMAN BEINGS, AND IDEAS, PLANS AND INTENTIONS FOR THE FUTURE. THIS IS THE HUMAN INTELLIGENCE SIDE. IT IS ONE, OF COURSE, IN WHICH I AM VERY PLEASED AND

PROUD THAT THE ARMY PLAYS SUCH AN IMPORTANT ROLE. THE HUMAN INTELLIGENCE SIDE IS SOMETIMES, TODAY, PORTRAYED AS DECLINING IN IMPORTANCE BECAUSE OF THIS BURGEONING CAPABILITY ON THE TECHNICAL SIDE. NOTHING COULD BE FURTHER FROM THE TRUTH, BECAUSE THEY ARE DIFFERENT IN QUALITY IN THE KINDS OF INFORMATION WHICH THEY PROVIDE. THE HUMAN AND THE TECHNICAL INTELLIGENCE COLLECTION SYSTEMS ARE COMPLEMENTARY--NOT COMPETITIVE; AND IN POINT OF FACT, THE MORE THAT YOU HAVE FROM THE TECHNICAL SYSTEMS, THE MORE THAT YOU ARE GOING TO DEMAND THE COMPLEMENTARY INFORMATION OF INTENTIONS AND PLANS THAT COME FROM EITHER THE OPEN HUMAN SOURCES OR THE CLANDESTINE HUMAN SOURCES.

THE OVERALL CHALLENGE TO US IS TO NET BOTH THE NUMEROUS TECHNICAL SYSTEMS AND THE OLD TRADITIONAL HUMAN SYSTEMS INTO A TEAM WORK SO THAT WE PLAY TOGETHER--EACH ONE PLAYING TO ITS STRENGTH, AS I MENTIONED, BUT ALSO EACH ONE ENSURING THAT WE'RE NOT UNNECESSARILY DUPLICATING, OVERLAPPING, AND THAT WE'RE NOT LETTING IT PASS THROUGH THE CRACKS; THAT WE ARE ORGANIZED SO THAT WE'RE SURE THE RIGHT PERSON IS DOING THE RIGHT THING.

COLLECTING INTELLIGENCE IS EXPENSIVE; IT'S RISKY; WE MUST BE WELL ORGANIZED; WE MUST BE ABLE TO BE A TEAM THAT WORKS TOGETHER IN HARMONY IF WE'RE GOING TO DO THE JOB THAT I THINK THE COUNTRY NEEDS IN THE DECADES AHEAD.

NOW, COLLECTING IS ONLY HALF OF THE INTELLIGENCE PICTURE; AND INTERESTINGLY IN THE OTHER HALF, ANALYZING, INTERPRETING, WHAT

INFORMATION WE COLLECT, I THINK THE PRINCIPLE FOR THE DECADE AHEAD IS QUITE THE REVERSE. WE'RE NOT CONCERNED HERE ABOUT COMPETITION AND OVERLAP. IN FACT, WE WANT DUPLICATION; WE WANT MORE EFFORT THAN THE MINIMUM. WHY? BECAUSE YOU KNOW AS WELL AS I THERE IS ALMOST NEVER A PIECE OF INTELLIGENCE THAT HAS A SPECIFIC ANSWER OR INTERPRETATION TO IT. DIFFERENT PEOPLE LOOK ON THE DIFFERENT FACTS FROM DIFFERENT HORIZONS, DIFFERENT BACKGROUNDS, DIFFERENT PERSPECTIVES, AND THEY COME UP WITH DIFFERENT CONCLUSIONS. NOBODY CAN SAY JOE IS RIGHT, BILL OR MARY IS WRONG. AND WHAT WE NEED TO PRESENT TO OUR POLICYMAKERS IS NOT A PREDICTION THAT THE WAR IS GOING TO START ON MONDAY, OR A PREDICTION THAT IT'S GOING TO START ON FRIDAY; WE NEED TO PRESENT TO THEM THREE REASONS WHY IT MAY START ON MONDAY, AND FOUR REASONS WHY IT MAY START ON FRIDAY; AND LET THE DECISIONMAKER UNDERSTAND THEN THE FORCES THAT ARE AT WORK, AND MAKE HIS OWN DECISION. AND THE ABSOLUTELY WORST THING WE COULD DO WOULD BE TO COMPROMISE AND SAY THAT IT WOULD START ON WEDNESDAY. THAT'S THE ONLY WAY THAT YOU'RE 100 PERCENT SURE OF BEING WRONG. SO WE DON'T WANT INTELLIGENCE BY COMPROMISE. WE ALSO DON'T WANT INTELLIGENCE BY FIAT, WHERE ONE PERSON, ONE GROUP, DOMINATES AND HAS THE ONLY SAY. WE WANT COMPETITIVE OVERLAPPING INTELLIGENCE INTERPRETATIONS. AND THAT IS WHY THE ANALYTIC INTERPRETATIVE ELEMENT ACSI, OF THE OTHER SERVICES, OF DIA, OF THE STATE DEPARTMENT, CIA, TREASURY, ARE ALL VERY IMPORTANT TO US. AND WHAT WE NEED TO DO IS ORCHESTRATE THEM SO WE DON'T

UNNECESSARILY DUPLICATE; BUT SO WE ALWAYS ASSURE THAT THERE ARE ALWAYS TWO OR THREE DIFFERENT VIEWPOINTS BROUGHT TO BEAR. IF THEY COME TO BASICALLY THE SAME CONCLUSION, THAT'S FINE. ONE FEELS STRENGTHENED IN HIS RESULTS. IF THEY COME TO SEPARATE CONCLUSIONS, WE NEED TO WORK HARDER TO HAVE WAYS TO PORTRAY THOSE DIFFERENCES IN A MEANINGFUL MANNER TO OUR POLICYMAKERS.

ONE OTHER AND FINAL TREND OF INTELLIGENCE THAT I THINK BEARS PARTICULARLY ON YOU ⁱⁿ AND ACSI WHICH I'D LIKE TO MENTION BRIEFLY, GOES BACK TO THE KIND WORDS ED HAD TO SAY ABOUT MY EXPERIENCE AS AN OPERATIONAL COMMANDER. ~~BECAUSE~~ COMING FROM THAT ENVIRONMENT TO HERE, I DO APPRECIATE HOW MUCH THOSE COMMANDERS ARE DEPENDENT UPON US. HOW MUCH THE QUALITY OF WHAT WE PROVIDE TO THEM DETERMINES HOW WELL THEY CAN DO THEIR JOB AND HOW WELL THEY ARE PREPARED FOR EMERGENCIES. BUT HAVING BEEN HERE A YEAR AND A HALF, I'M ALSO VERY IMPRESSED BY HOW MUCH WE CAN HELP THEM. AS YOU WELL KNOW, WE HERE CONTROL WHAT ARE KNOWN AS THE ~~TACTICAL, I MEAN, THE~~ NATIONAL, INTELLIGENCE COLLECTION SYSTEMS, THOSE WHICH ARE CONTROLLED AND OPERATED LARGELY FROM WASHINGTON. WHEREAS THE MILITARY COMMANDER, OF COURSE, HAS HIS OWN TACTICAL COLLECTION ASSETS IN THE FIELD. BUT WE HAVE SO MUCH THAT WE CAN PROVIDE TO THE TACTICAL COMMANDER FROM OUR NATIONAL ASSETS. AND I AM VERY PROUD OF YOU BECAUSE I THINK ACSI AND THE ARMY, IN GENERAL, HAS DONE MORE TO PIONEER, TO EXPERIMENT, TO PUSH AND PROD THE REST OF US IN THIS SYSTEM THAN ANY OTHER ELEMENT OF THE INTELLIGENCE COMMUNITY. I SAID THIS

SEMI-PUBLICLY TO GENERAL THOMPSON AT A MEETING OF THE NATIONAL FOREIGN INTELLIGENCE BOARD NOT SEVERAL WEEKS AGO, IN RESPECT TO A PARTICULAR ACTIVITY MANY OF YOU ARE ENGAGED IN, AND I AM ANXIOUS THAT WE ALL RECOGNIZE THAT THIS IS, INDEED, ONE OF THE GREAT CHALLENGES BEFORE US: TO UNDERSTAND HOW TO DO THIS BETTER? HOW DO WE GET THE INFORMATION TO THE FIELD COMMANDER IN A TIMELY MANNER? HOW DO WE GET IT TO HIM IN A FORM SO THAT HE DOESN'T HAVE TO HAVE 17 NEW COMPUTERS AND 525 NEW PEOPLE TO UNDERSTAND AND INTERPRET IT? AND YET, HOW DO WE GIVE HIM PERSONALIZED SERVICE, SO THAT HE GETS WHAT HE NEEDS, NOT WHAT WE THINK THAT HE NEEDS? BECAUSE THERE ISN'T A ONE OF US HERE THAT DOESN'T UNDERSTAND THAT THE PEOPLE IN HEADQUARTERS DON'T UNDERSTAND THE PICTURE AS WELL AS THE FELLOW IN THE FIELD. AND WHETHER WE'RE RIGHT OR WRONG, YOU HAVE TO SERVICE THE MAN IN THE FIELD TO HIS SATISFACTION BECAUSE HE'S GOT THE BURDEN ~~THE~~ *of* RESPONSIBILITY FOR WINNING THAT BATTLE ON HIS SHOULDERS AND THERE IS NO WAY WE CAN TAKE THAT FROM HIM AND WE'VE GOT TO GIVE HIM THE SUPPORT. AT THE SAME TIME, WE SHOULD NEVER FORGET THAT THE TACTICAL COMMANDER'S INTELLIGENCE ASSETS ARE ALSO OF CONSIDERABLE INTEREST AND USE TO US ON THE NATIONAL SCENE; AND WE MUST, THEREFORE, DEVELOP THIS PROBLEM SO THAT THERE IS A FLOW IN BOTH DIRECTIONS, AS APPROPRIATE.

IT'S ~~IS~~ A VERY BIG CHALLENGE; IT'S ONE IN WHICH I WILL BE LOOKING IN THE MONTHS AND YEARS AHEAD TO YOU HERE IN THIS ROOM, IN PARTICULAR, WHO ARE SO ORIENTED TO, SO CLOSE TO, THE MAJOR

COMMANDERS IN THE FIELD ABROAD, TO BLAZE THE TRAIL, TO CONTINUE TO PUT THE PRESSURE ON ALL OF US, TO RESPOND AND TO MAKE THESE SYSTEMS FROM THE NATIONAL SIDE SUPPORTIVE OF THE TACTICAL AND VICE VERSA.

YOU'VE GOT YOUR WORK CUT OUT FOR YOU. I'M VERY IMPRESSED IN MY SHORT TIME WITH YOU AT THE SPIRIT OF COOPERATION THAT EXISTS THROUGHOUT THE INTELLIGENCE COMMUNITY. IT IS VERY HEARTENING TO SEE THE DROPPING OF PAROCHIAL SERVICE AGENCY BARRIERS, WHEN THE JOB NEEDS TO BE DONE. AND IT'S INCREASINGLY IMPORTANT THAT WE BE WILLING AND ABLE TO HAVE THAT KIND OF CROSS-AGENCY, CROSS-DEPARTMENT, CROSS-SERVICE COOPERATION AS WE PROCEED ON INTO THESE DEMANDING CHALLENGES. I AM EXCITED AT THE POTENTIAL THAT THERE IS TO PROVIDE EVEN BETTER INTELLIGENCE COLLECTION AND INTERPRETATION WITH ALL THE NEW OPPORTUNITIES OF THE TECHNICAL SYSTEMS, THE COMPUTER SYSTEMS, THE ANALYTIC TECHNIQUES, THAT ARE AVAILABLE TO US.

AND FINALLY, I WANT TO SAY TO YOU THAT IN MY ENTHUSIASM IN WATCHING THE INTELLIGENCE COMMUNITY NOW FOR A YEAR AND A HALF, I BELIEVE WE HAVE WHAT IT TAKES TO PROVIDE WHAT THE COUNTRY NEEDS. WE CAN NEVER RELAX BECAUSE THE JOB IS IMMENSE AND OF TREMENDOUS RESPONSIBILITY. BUT WE DO HAVE THE CAPABILITY. WE JUST NEED TO KEEP WORKING, KEEP LOOKING TO THE FUTURE, ⁱⁿ ASSURING THAT WE ARE TRYING TO PROVIDE INTELLIGENCE FOR TODAY AND TOMMORROW, AND NOT FOR YESTERDAY.

GENERAL THOMPSON, I COMPLIMENT YOU ON HAVING THIS ANNUAL DINING OUT; BRINGING YOUR WHOLE TEAM TOGETHER; BRINGING THE

SPOUSES IN WITH IT ^{and} IS AN IMPORTANT PART OF HAVING A GOOD INTELLIGENCE ORGANIZATION IN THE ARMY, AND IT'S PART OF THIS TEAM WORK, THIS COOPERATION, THIS SPIRIT THAT MAKES THIS SUCH A WONDERFUL PART OF OUR COUNTRY ^{and} OF THE MILITARY SERVICES.

I THANK YOU FOR HAVING MY WIFE AND ME WITH YOU TONIGHT AND GOD BLESS YOU FOR ALL THAT YOU DO FOR US. THANK YOU.

COLONEL FLYNN: ADMIRAL AND MRS. TURNER, IT HAS BEEN AN HONOR AND A PRIVILEGE TO HAVE YOU WITH US THIS EVENING.

DINING OUT
O/ACOS, INTELLIGENCE, U.S. ARMY
Koran Room
Fort Myers Officers Club
1900, Friday, 27 Oct

REMARKS

- Pleased asked to join you
 - o Intell more important than ever
 - o Your contribution vital
- Want to speak briefly on two subjects:
 - o What future looks like in intelligence
 - o Where we are going to have to work hardest in future

- Future of Intelligence

1. Collection - Technical

- Continue exploit fantastic capabilities
- Problem: getting more expensive

Means: (1) Judicious in choosing what need vice nice-to-have

(2) Adept at integrating tech systems so they complement
(3) Milk best from each. Not duplicate/overlap.
Play to each others weaknesses/strengths.

2. Collection - HUMINT

- Not downgraded - but enhanced for reasons just discussed
- Important trend : must dovetail with other systems
 - o Not enough emphasis here
 - o Putting clues together (e.g., signals, photo, HUMINT)
- Major changes to help this : (E.O. 12036)
 - (1) Authority to task

(2) NITC

- But end objective = teamwork

Because:

(1) Expensive

(2) Risky

3. Analytic

- Trends in opposite direction, i.e., more divergency
 - o Excised the footnote - *moved up into text*
 - o Therefore USA, USN, USAF, DIA, must maintain independent capability
- Real essence analysis not conclusion, but explication

4. Counterintelligence

- Not adequately handled in past
- Difficult - paranoid
- Counterintelligence split in IC
- Work closer with FBI
- Increase teamwork

Second topic - touch on briefly : - National-Tactical Interface

Two aspects:

- (1) Especially important - continued emphasis to make national assets available to Mil Cdr in field
e.g., satellites, signals, etc.
- (2) Tactical Cmdr. - sometimes info of strategic importance, e.g., Mayaguez

Future - Need to work hard to

- (1) Understand better how get info into tactical cmdr's hands
- (2) How to get him thinking about what needs to be shared with national.

Conclusion -

- Encouraged by spirit of cooperation I have found
- Excited by the potential you and I have yet to tap
- Look forward to doing it in days ahead together.

